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10 JUN 1974

MEMORANDUM FOR: Deputy Director for Management and Services
SUBJECT : Perspectives for Intelligence, 1975-1980

1. The Director's paper on Perspectives for the period 1975-1980 has decided, but not unexpected, implications for the Office of Training. In particular, the manpower section (pages 22-23) highlights the need for acquiring, training or retraining personnel with the skills and knowledge needed in the intelligence climate of 1975-1980.
2. The paper anticipates changes in the handling of massive amounts of data. This clearly portends an increased need for employee awareness and skills in information sciences techniques, with a commensurate increase in training requirements. Similarly, the need to present to consumers intelligence about faster changing, more complex events will require skill in new methodological approaches to intelligence problem solving. These are subjects currently being taught in our information science training programs.
3. The paper assumes that intelligence officers will be less concerned with the strictures of compartmentation and more familiar with the tools and methods of their colleagues in other intelligence disciplines. This emphasizes OTR's already significant role as one of the principal communications channels or forum, and probably indicates a continuation or expansion of this role.
4. In the area of developing language skills, OTR must be responsive to changing priorities, anticipate requirements and make the proper adjustments in its language faculty. When OTR cannot meet the language training requirement, it should turn to the best external training facilities. Cross-cultural training may be needed to a greater degree by both analysts and operations officers. OTR has only a limited in-house capability and may need to expand in this area.
5. It is obvious that the future intelligence analyst will need abilities, talents, and information not enjoyed by present analysts. OTR is already seriously evaluating this potential training requirement and hopes to have some firm recommendations for adapting our analyst training curriculum. Along with curriculum evaluation, OTR has established an intelligence studies unit whose main purposes are to study the subject "intelligence", and to find ways of bringing together the best minds to discuss and exchange information on intelligence problems.

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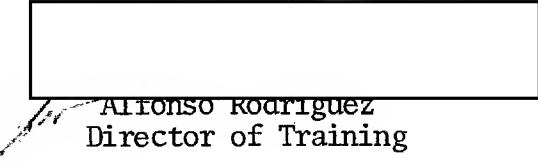
6. The paper states that there will be less emphasis on clandestine collection. This trend may have a major impact on OTR since a large number of instructional personnel are dedicated to operational training. Since the [redacted] function is almost exclusively operations training, it will be necessary to evaluate continually its value compared with costs.

7. The Career Training Staff will have an important role in selecting officers with the requisite skills or the aptitude to acquire the skills. The Career Training Staff notes that more and more new officers do not have specific area preparation, apparently because of a change in emphasis in the universities, favoring interdisciplinary training. If this trend holds, OTR may have to expand its ability to handle area training or locate educational institutions that can provide such training in depth.

8. It is noteworthy that, if the Agency is to change and adapt to new conditions, a major part of the change must take place by means of training or retraining personnel. It is quite possible that the Office of Training will have to increase in size for a time to meet the challenge of preparing decreasing numbers of officers to assume expanding tasks.

9. After reviewing the "Perspectives" paper, several OTR officers felt that the focus of the paper reflected the post World War II intelligence view of competing national states. They felt that a new set of problems, different in kind, such as resource depletion, population expansion, economic and food imbalances, and the interweaving of these with national intentions in a highly complex way, will be of far greater importance than stated in the paper. They felt that these subjects should be accorded as much or more attention as subjects of future intelligence interest as the Soviet Union, China, or other nations or regional groupings of nations.

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Director of Training

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